



Fueling Growth Efficiently, Despite Diminished Access

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More than 14% of Canadians cannot find a family physician. If our clients do not have time to see patients, then why should we expect that our reps have access to the doctor? In our April 2005 online survey of 261 GP/FMs, we quantified the diminished physician access.

More than 60% of physicians limit access to a maximum of two reps or less per week (Figure 1). Moreover, these doctors report lower-than-average prior-week exposure to reps. Physicians with lower-than-average prior week exposure are more likely to be female or have spent 15 years or less in practice, suggesting this will be a worsening trend. In Ontario, 20% of physicians plan to retire in the next five years, suggesting access will get worse before it gets better.

To be successful, pharmaceutical brands must markedly expand their prescriber base and increase top-of-mind share quickly in the growth phase of their lifecycle. They compete for an increasingly rare commodity, physician access, which may restrict their sales forces from tapping the full market in some categories. Given today's reality, efficient use of sales and marketing resources requires a tactical plan systematically describing the quantity, type and mix of exposures to be expended on doctors who:

- prescribe the brand in volume (segment A),
- write for other brands in volume, while the brand suffers with a lower share (segment B),
- prescribe the category in volume but whom the sales force cannot reach with adequate frequency (segment C),
- write the category, but in insufficient volume to justify sustained sales-force effort (segment D) and
- rarely prescribe any member of the category (segment E).

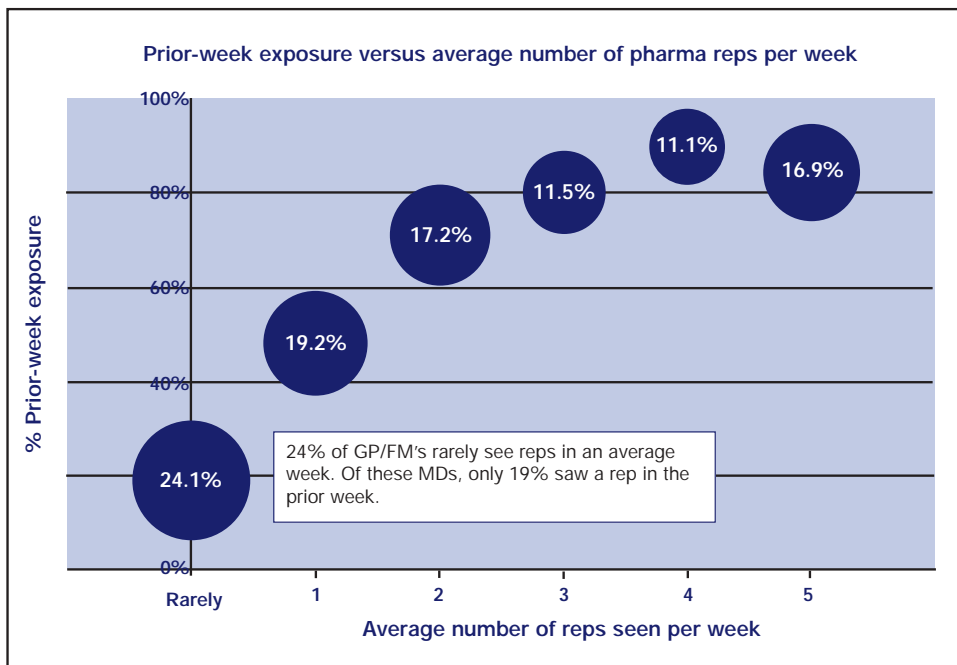


Figure 1. Prior-week exposure is diminishing.

A highly targeted or sales force driven tactical plan, which involve fighting for share amongst segments A and B, may attain lower, albeit acceptable, expectations. A tactical plan that explicitly considers segments C and D has a greater opportunity to out-perform.

The sales force likely knows segment A very well, as this group made it possible for them to attain last year's budget and earn bonuses. Next year's growth comes as the brand's share of segments B, C and D increases—physicians with whom

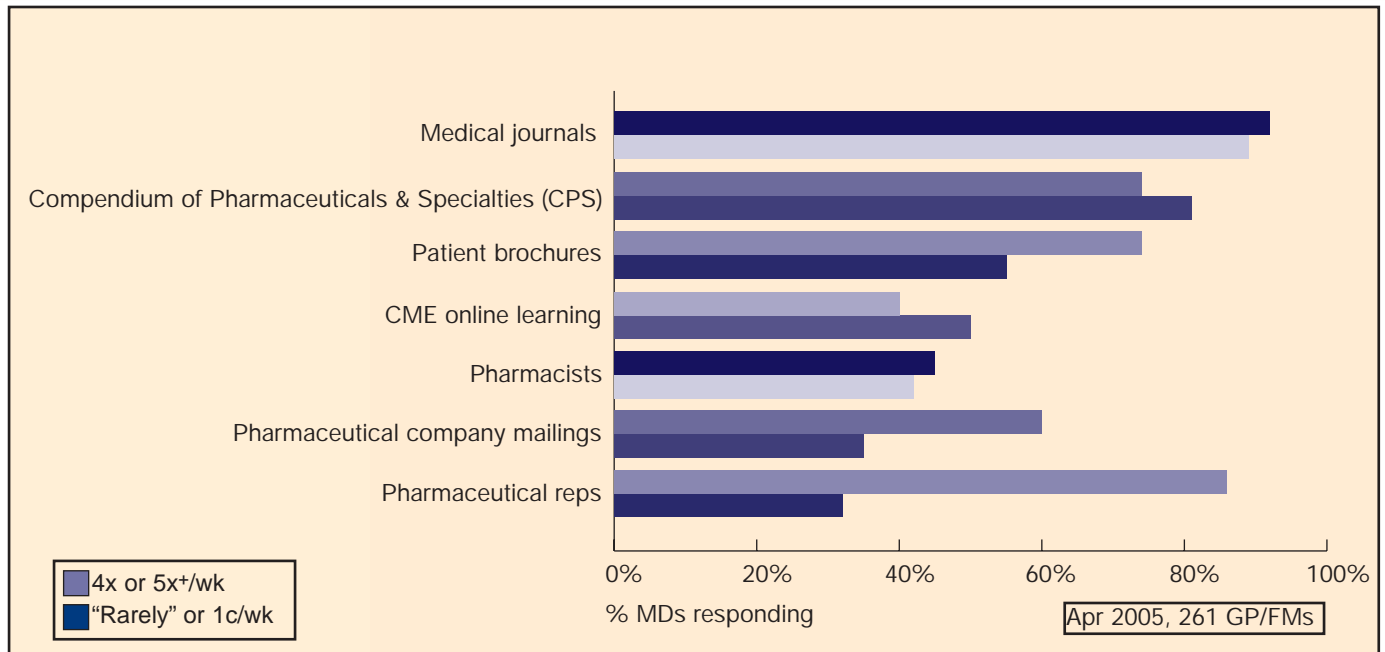


Figure 2. Prior-week exposure of selected broad-based tactics.

Journals are unmatched, attaining prior-week exposures of 89% of hard-to-reach physicians.

your sales force is likely less familiar or cannot effectively reach. For these “growth” brands, exposures using broad-based media may be more important to their success than targeted media. Some tools are better at efficiently reminding the prescribers of the sales force’s message (*i.e.*, leveraging); other vehicles are well-suited to delivering a complex message and are alternatives to or complement the sales force.

Our online survey found that few vehicles reached most primary-care physicians regardless of sales force access (Figure 2). Journals are unmatched, attaining prior-week exposures of 89% of hard-to-reach physicians.

However, if the prescribing audience is not large enough, other tools, such as direct mail, may be more cost-effective. Other people can have greater access to (and credibility for) physicians than pharmaceutical reps. Patient brochures and pharmacists had prior-week exposure of 55% and 42% of the hard-to-reach audience. An innovative solution may permit these people to carry the marketer’s intended message to

the prescriber. Online Continuing Medical Education, which had prior-week exposure of 50% of low-access doctors, can deliver complex messages cost-effectively, especially if the brand owns a particularly unique selling proposition.

An appropriate and balanced tactical plan and budget requires a structured approach. It should consider:

- the prescribing opportunity (to set exposure objectives),
- the product life cycle (to help modify exposure objectives),
- the message complexity (to help select tactics),
- relative values (to balance tactics),
- application of the leveraging principle (to optimize detailing efficiency),
- competitive promotion (to fine tune the budget) and
- past performance (to fine tune the budget).

This structured approach will demonstrate whether or not the quantity and mix of exposures are optimum for the brand’s life cycle stage and strategy.

For more information on validated tools to measure campaign performance and a systematic approach to tactical planning, contact Graham Davies of Davies Strategic Solutions Inc. at (416) 467-7005 or by e-mailing g@davies-strategic.com. More information can be found at www.davies-strategic.com.



This column focuses on optimizing sales and marketing effectiveness. It draws not only on my experience, but from other sources as well. The column will often

be supported by findings from research conducted by Marshall Paul of ACNielsen HCI, a leader in pharmaceutical promotion research since 1986. **CPM**

Promotion

Chris Lemme new President, EuroRSCG Life Canada



Chris Lemme

Chris Lemme, a health-care communications veteran, has been appointed President, Euro RSCG Life Canada, effective immediately. In this newly created position, Lemme reports directly to Diane Harri, CEO Americas, Euro RSCG Life. Lemme had previously led Euro RSCG Life Canada as Managing Director.

“Providing our clients with integrated health-care communications solutions in the Canadian marketplace is critical,” stated Harri. “Chris brings to Euro RSCG Life Canada an outstanding track record in launching brands, providing clients with Creative Business Ideas® and winning new clients for the company. He has been leading Euro RSCG Life Canada since January 2004, and this appointment represents the Life network’s recognition of Canada’s strong performance with Chris at the helm.”

Lemme joined Euro RSCG Life in January 2002 after more than 20 years on the client side of the pharmaceutical industry—most recently, with Boehringer Ingelheim and Astra Zeneca. A former client of Euro RSCG Life himself, Lemme is uniquely qualified to appreciate the communications solutions that pharmaceutical clients need in these challenging times, a crucial factor in the agency’s recent success.

When asked about the values that he brings to Euro RSCG Life Canada as President, Lemme said, “Like me, many of our senior people were once clients, and we know what we liked and did not like in an agency. Our mission is to be the agency we always wanted to hire, and this is what drives us every day.”

Euro RSCG Life Canada’s client roster includes Abbott, Altana, Bayer Healthcare (Biological and Pharmaceutical Divisions), Bristol-Myers Squibb, Eli Lilly, Sanofi-Aventis and Janssen-Ortho.

Euro RSCG Life is comprised of 46 health-focused offices in 16 major markets around the globe, creating a single network with over 1,000 employees that is poised for strategic growth by offering clients every discipline they need to build their businesses, including advertising, public relations, event promotion, medical education, consumer advertising and interactive and consulting services.

The mission of Euro RSCG Life is to bring clients Creative Business Ideas® that transform their business, resulting in profitable innovation, breakthrough solutions and a maximized relationship between consumers and brands.